

Allegheny Health, Education and Research Foundation
 Summary of A/R Reserve Assuming AGH Reserve Philosophy
 June 30, 1985

	Per C&L		Per T/B		Difference	PIP	15% Reserve Adjustment	Adjusted Difference
	Inpatient	Outpatient	Total	Inpatient	Outpatient			
HUH	14,618,955	6,406,026	21,025,981	11,975,850	5,954,295	17,929,945	3,096,036	(16,420,000)
MCPH	9,898,529	4,237,011	14,135,540	3,971,435	2,192,780	6,164,215	7,971,325	(2,916,000)
SCHC	6,677,457	1,653,490	8,324,947	2,140,250	2,104,984	4,245,214	4,079,733	(1,915,000)
EPC	2,059,291	1,322,350	3,421,641	613,935	565,871	1,179,806	2,241,835	(2,690,000)
BCC	1,726,804	816,048	2,544,952	887,806	302,535	1,190,341	1,354,611	(1,256,000)
AGH	8,731,000	2,403,000	11,134,000	8,731,000	2,403,000	11,134,000	0	(188,400)
	<u>43,737,136</u>	<u>16,839,925</u>	<u>60,587,061</u>	<u>28,320,076</u>	<u>13,523,445</u>	<u>41,843,521</u>	<u>18,743,540</u>	<u>0</u>
							<u>(25,197,000)</u>	<u>(3,779,550)</u>
								<u>14,863,990</u>

NOTE:

Various general reserves are included in each hospital's contractual adjustment.
 Total general reserves may approximate \$3 - \$5 million across AHERF.

DB-CM-46-00986

Allegheny Health Education and Research Center Foundation
 Summary of Uniform PIP Cash
 June 30, 1996

	Medicare	Blue Cross	USHC	Keystone	Total	A/R	Adjusted A/R
AGH	(14,117)	(2,303)	(6,722)	-	\$0	\$91,307	\$91,307
HUH	(1,308)	(1,489)	-	(119)	(23,142)	114,074	90,932
MCPH	-	-	-	(2,916)	59,932	57,016	
SCHC	401	(2,001)	-	(315)	(1,915)	41,240	39,325
Elkins	-	(2,583)	-	(107)	(2,690)	15,404	12,714
Bucks	-	(1,199)	-	(57)	(1,256)	14,373	13,117
Total	(\$15,024)	(\$9,575)	(\$6,722)	(\$598)	(\$31,919)	\$336,330	\$304,411

DB-CM-46-00986

DB-CM-46-00987

Allegheny Health Education and Research Foundation
Summary of Aging Unit Receivable Analysis

	1995			1994		
	Total A/R	Bad Debt Reserve	Percent Reserved	Total A/R	Bad Debt Reserve	Percent Reserved
AGH	\$91,307	\$11,134	12.19%	\$13,977	\$9,970	11.19%
HUH	114,074	17,931	15.72%	6,214	75,759	13.421
MCPH	59,932	6,164	10.28%	9,896	46,876	5,184
SCHC	41,240	4,245	10.29%	5,622	32,231	2,924
Elkins	15,404	1,180	7.66%	2,613	13,072	1,351
Bucks	14,373	1,191	8.29%	2,486	10,155	1,065
	<u>336,339</u>	<u>41,845</u>	<u>12.44%</u>	<u>40,808</u>	<u>269,294</u>	<u>33,915</u>

	Total A/R	Bad Debt Reserve	Percent Reserved	Change in A/R	Change in Reserve	Percent Change in Reserve	Change in Expense
AGH	\$91,307	\$11,134	12.19%	\$13,977	\$9,970	11.19%	\$1,184
HUH	114,074	17,931	15.72%	6,214	75,759	13.421	4,510
MCPH	59,932	6,164	10.28%	9,896	46,876	5,184	980
SCHC	41,240	4,245	10.29%	5,622	32,231	2,924	9,009
Elkins	15,404	1,180	7.66%	2,613	13,072	1,351	2,544
Bucks	14,373	1,191	8.29%	2,486	10,155	1,065	4,218
	<u>336,339</u>	<u>41,845</u>	<u>12.44%</u>	<u>40,808</u>	<u>269,294</u>	<u>33,915</u>	<u>37,484</u>

DB-CM-46-00987

EXHIBIT 1520

AHERF
06/30/96

Working Paper Name: Inpatient & Outpatient- Bad Debt Reserve Analysis
Working Paper Reference: 0053-53
Working Paper Type OLE, Prepared by Client

AGH

ALLOW FOR DOUBTFUL ACCTS- I/P & O/P
06/30/96

PBC

Completed

Completed By: Brian W. Christian Date: 09/19/96 10:00:58 AM
Last Modified By: Mark D. Kirstein Date: 10/03/96 12:34:46 AM

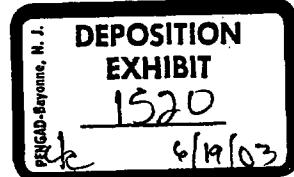
Reviewed

Mark D. Kirstein

Mark for Deletion

Modification History:

Brian W. Christian



CL 000877

GH
ALLOWANCE FOR DOUBTFUL ACCOUNTS - OUTPATIENT
6/30/96

४८८

CL 000879

Per calculation
Per 1/8
1,913,709 (2)
2,118,000 53.50

(204,261) Represents and additional general bad debt
bounced by the client. C&L does not take exception,
treatment is conservative.

Note: This WIP represents the client's allowance for doubtful accounts compilation at 10/30/06
for accounts A/R. C&L eliminated the prior and reserve percentage to prior year %,
nothing consistency between the years.

CL 000880

EXHIBIT 1522

**Coopers
& Lybrand**

certified public accountants

Thirty-fifth Floor
600 Grant Street
Pittsburgh, Pennsylvania 15219

in principal areas of the world

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RECEIVED MAY 07 1992

April 15, 1992

Mr. Stephen H. Spargo
Assistant Vice President
Financial Services and Planning
Allegheny Health, Education and Research Foundation
320 East North Avenue
Pittsburgh, PA 15212

orig. col file
cc. Joe
cc. Payne
cc. Bove

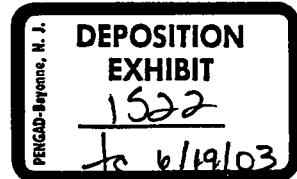
Dear Steve:

At your request, we have performed the procedures below with respect to Allegheny General Hospital's (AGH) methodology for estimating the allowance for doubtful patient accounts receivable, which for any given month is included in the financial statements. Our procedures were performed on the accompanying schedule (prepared as of February 29, 1992 and June 30, 1991, referenced herein as Exhibit B) to be used as an illustration of the methodology.

Our review was made solely to assist AGH in evaluating the reasonableness of the methodology employed to estimate the allowance for uncollectable accounts, and, accordingly, our report is not to be used for any other purposes. The procedures we performed are summarized as follows:

- a. We noted that the patient accounts receivable balance was segregated by significant type of patient or third party payor with appropriate reference reconciliation to the patient accounts receivable subsidiary ledgers.
- b. We noted a methodical and logical method of applying estimated uncollectable percentages to outstanding receivable accounts in each payor category and in each aging category.
- c. We inquired and confirmed that the percentages used to estimate uncollectable accounts approximates management's best estimate of the account balances that will be uncollectable by each payor, by each aging category.
- d. We inquired and confirmed that management was not aware of any reason that would cause the use of this methodology to yield an unreasonable estimate of the allowance for doubtful patient accounts receivable.

Our findings are presented in the accompanying page, Exhibit A.



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47670

Mr. Stephen H. Spargo
April 15, 1992
Page Two

Because the above procedures do not constitute an audit conducted in accordance with generally accepted auditing standards, we do not express an opinion on the methodology used to determine the allowance for doubtful patient accounts in the AGH financial statements. However, in connection with the procedures above, except as set forth in Exhibit A, no matters came to our attention that caused us to believe the aforementioned methodology would not result in a reasonable estimate of an allowance for doubtful patient accounts in the AGH financial statements.

Had we performed additional procedures or had we conducted an audit of the attached schedule, Exhibit B, in accordance with generally accepted auditing standards, other matters might have come to our attention that would have been reported to you.

This report relates only to the matters specified above and does not extend to any financial statement of Allegheny General Hospital taken as a whole.

Very truly yours,

Coopers & Lybrand

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47671

ALLEGHENY GENERAL HOSPITAL
Agreed-Upon Procedures Report - April 3, 1992
Exhibit A

Page 1

Results of Performing Agreed-Upon Procedures (a) through (d):

Based upon those procedures outlined in our April 3, 1992 letter, as noted within that letter, no findings were disclosed that would cause us to believe that the application of the illustrated methodology on Exhibit B would not result in the calculation of a reasonable estimate for the allowance for doubtful accounts for Allegheny General Hospital (AGH) in relation to the AGH financial statements taken as a whole.

General Observations and Comments:

Although there were no significant findings, there are a few precautionary measures that management should incorporate as part of the methodology to estimate the allowance for doubtful accounts. These measures, although per inquiry of management are done informally, are worth reiterating to further enhance the routine evaluation process in an effort to minimize the likelihood of any one particular event not being addressed in the methodology utilized in Exhibit B.

1. In that no patient-specific detail exists for the Medical Assistance control account, the balance should be closely monitored for appropriateness.
2. We understand through inquiry that there are certain specific patient accounts receivable balances that are, in fact, credit balances which in aggregate are comparable in amount to June 30, 1991. These credit balances, which represent either refunds from overpayments or adjustments that offset another specific account balance, should be reviewed on a regular basis to ensure that there are no distortions in any one particular aging category.
3. To enhance the analysis in Exhibit B, from time to time patient payor categories should be compared to historical analyses to assist in the identification of any aberrations in the aging categories, which might lead to inaccurate estimates.
4. Management may want to consider aggregating payor accounts that are subject to litigation or agreed upon long term payment arrangements and developing appropriate collection percents separately in the calculation in Exhibit B. Such a presentation would provide a better estimate of the allowance for doubtful patient accounts relative to these items.

ALLEGHENY GENERAL HOSPITAL
Agreed-Upon Procedures Report - April 3, 1992
Exhibit A, Continued

Page 2

Lastly, over the recent years, an executive summary schedule has on occasion been prepared for special reviews of the accounts receivable balance. A copy of this schedule, as illustrated below, should be prepared monthly and subject to an evidenced review and approval by management responsible for the accounting and patient accounts receivable functions.

PATIENT RECEIVABLES (In thousands) FISCAL YEAR ENDED JUNE 30, 1991							
	MEDICARE	BLUE CROSS	MEDICAID	COMMERCIAL	SELF PAY	OTHER	TOTAL
INPATIENT RECEIVABLES:							
Inhouse accounts, acute (Gross)	9,072	3,167	3,105	2,172	303	0	17,819
Inhouse accounts, post-acute (Gross)	0	0	0	0	0	0	0
Estimated contractual allow. - acute	(8,134)	(1,825)	(2,976)	0	0	0	(12,935)
Estimated contractual allow. - post acute	0	0	0	0	0	0	0
Net inhouse accounts	938	1,342	129	2,172	303	0	4,884
Discharge not final billed, acute (gross)	6,209	1,946	5,487	983	102	0	14,737
Discharge not final billed, post-acute (gross)	0	0	0	0	0	0	0
Estimated contractual allow. - acute	(2,582)	(1,217)	(3,568)	0	0	0	(7,367)
Estimated contractual allow. - post acute	0	0	0	0	0	0	0
Net DNFB accounts	3,627	729	1,919	983	102	0	7,370
Final billed accounts (net)	14,079	3,767	6,447	19,789	11,281	1,034	56,377
Final billed one day, acute	33	112	0	145	0	0	290
Final billed accounts, post-acute	0	0	0	0	0	0	0
Refund control	0	0	0	0	0	25	25
Net final billed accounts	14,112	3,879	6,447	19,914	11,281	1,059	56,802
Reserve for bad debts	(1,027)	(145)	(1,536)	(863)	(3,888)	(1,397)	(8,850)
Total inpatient accounts	17,886	5,805	8,059	22,218	7,708	(338)	60,090
OUTPATIENT RECEIVABLES:							
Outpatient accounts (Gross)	7,139	2,154	204	7,278	4,530	0	21,395
Estimated contractual allowance	(2,382)	(1,138)	(105)	0	0	0	(3,715)
M/A separate control	0	0	1,847	0	0	0	1,847
Homecare	0	0	0	0	0	858	858
Refund control	0	0	0	0	0	4	4
Net outpatient accounts	4,757	1,016	1,746	7,278	4,530	862	20,189
Reserve for bad debts	(542)	(82)	(29)	(914)	(1,374)	(1,223)	(4,144)
Total outpatient accounts	4,215	954	1,717	6,364	3,156	(361)	18,045
SUBTOTAL - PATIENT RECEIVABLES	21,886	6,759	8,676	28,580	10,864	(696)	76,135
Blue Cross advance	0	(4,408)	0	0	0	0	(4,408)
Unapplied cash	0	0	0	0	(348)	0	(348)
TOTAL - PATIENT RECEIVABLES	21,886	2,351	8,676	28,580	10,806	(696)	71,379
COST RATE ADJUSTMENTS:	0	0	0	0	0	4,500	4,500
GRAND TOTAL PER FINANCIAL STATEMENT	21,886	2,351	8,676	28,580	10,806	3,891	75,900

DBR-AA
47673



320 East North Avenue
Pittsburgh, Pennsylvania 15212-4713
412-359-3113

March 19, 1992

Mr. William Buettner
Coopers & Lybrand
Thirty-Fifth Floor
600 Grant Street
Pittsburgh, PA 15219

Dear Bill:

Attached is the AGH Hospital Receivable Allowance for Doubtful Accounts analysis as of February 29, 1992 which I believe reflects the changes that were discussed at our March 9, 1992 meeting. Also attached is the June 30, 1991 analysis updated to reflect the same allowance percents as used at February 29, 1992. The updated June 30, 1991 analysis reflects a calculated allowance of \$17,193,729, which is an increase of approximately \$4,200,000 from the \$13,000,000 actual at this date. Accordingly, the new percents appear to be very conservative. After you have had a chance to review this analysis, could you please contact Steve or I with any additional comments that you might have or a final acknowledgement of the reasonableness of the analysis so that we may meet with Joe Dionisio to discuss this matter accordingly.

As always, should I be of any additional assistance with this matter, please feel free to contact me at your convenience.

Sincerely,



Al Adamczak
Director
Accounting and Budgeting Services

AA/jjs
0317921.AA
attachments

cc: W. Jeffrey Hoover
Roger A. Oxendale
Stephen H. Spargo

DBR-AA
47674

VIA

Computer Systems - Section of America, Inc.

February 29, 1992

ALLEGHENY GENERAL HOSPITAL
ALLOCATION FOR DOUBTFUL ACCOUNTS - INPATIENT

FEBRUARY 29, 1992

PAYER CLASSIFICATION		INHOUSE & DRFB		121-150		151-180		181-210		211-240		261+		TOTAL			
	0-30	31-60	61-90	91-120	121-150	151-180	181-210	211-240	261+	361+	461+	561+	661+	761+	861+		
SELF PAY - A/R S.R.J.P.K.L	2,274,513	945,880	981,108	1,509,765	1,783,419	677,144	788,399	2,762,396	2,153,400	\$13,866,021							
SELF PAY - ALLOWANCE	22,745	47,294	98,111	226,465	356,686	203,143	354,780	1,795,557	1,929,080	5,033,835							
ALLOWANCE %	1%	5%	10%	15%	20%	30%	45%	65%	90%								
COMMERCIAL - A/R - C,I	10,952,580	4,288,807	2,820,349	1,410,857	1,340,452	662,101	285,956	1,115,497	403,392	23,279,991							
COMMERCIAL - ALLOWANCE	109,526	128,664	169,221	141,086	201,068	165,525	100,084	557,749	302,544	1,875,461							
ALLOWANCE %	1%	3%	6%	10%	15%	25%	35%	50%	75%								
MEDICARE - A/R - M,G	11,234,647	2,878,942	1,444,949	755,988	784,587	306,255	596,741	1,694,448	1,168,725	20,865,28							
MEDICARE - ALLOWANCE	0	57,579	72,247	60,479	78,459	61,251	179,022	677,779	701,235	1,888,05							
ALLOWANCE %	0%	2%	5%	8%	10%	20%	30%	40%	60%								
MEDICAID - A/R - D,F	2,848,281	1,245,964	1,082,118	626,545	584,525	445,656	138,085	561,611	377,822	7,910,50							
MEDICAID - ALLOWANCE	0	24,919	54,106	62,654	116,905	133,697	62,138	393,127	377,822	1,225,36							
ALLOWANCE %	0%	2%	5%	10%	20%	30%	45%	70%	100%								
BLUE CROSS - A/R - B	5,197,090	687,841	385,113	519,119	175,692	241,688	78,731	204,837	57,739	7,547,84							
BLUE CROSS - ALLOWANCE	0	13,757	19,256	77,868	43,923	96,675	67,239	153,628	51,965	504,31							
ALLOWANCE %	0%	2%	5%	15%	25%	40%	60%	75%	90%								
CONTINUING CARE CENTER	1,085,080	415,456	63,442	82,088	36,089	5,946	14,256	0	0	1,702,55							
CCC - ALLOWANCE	10,851	8,309	2,546	4,925	3,609	1,189	4,277	0	0	35,70							
ALLOWANCE %	1%	2%	4%	6%	10%	20%	30%	45%	60%								
TOTAL - A/R	33,592,190	10,462,890	6,777,278	4,904,363	4,704,763	2,358,790	1,902,168	6,338,789	4,151,078	73,172,30							
TOTAL - ALLOWANCE	\$143,122	\$280,522	\$415,486	\$573,477	\$500,647	\$661,481	\$747,540	\$3,577,841	\$3,362,626	\$10,562,74							

Allocation for Doubtful
Actions @ 2% per 10,500
Deficiency
\$ 121.

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ALLEGHENY GENERAL HOSPITAL
ALLOWANCE FOR DOUBTFUL ACCOUNTS - OUTPATIENT
FEBRUARY 29, 1992

PAYER CLASSIFICATION	N/A CONTROL	0-30	31-60	61-90	91-120	121-150	151-180	181-210	211-240	241+	TOTAL
SELF PAY - A/R	0	1,569,054	846,979	667,826	676,363	534,190	357,230	214,109	166,495	927,348	5,959,594
SELF PAY - ALLOWANCE	0	15,691	42,349	66,783	101,454	106,838	107,169	96,349	108,222	116,613	1,479,468
ALLOWANCE %	0%		1%	5%	10%	15%	20%	30%	45%	65%	90%
COMMERCIAL - A/R - C.I.U	0	1,843,272	788,281	399,983	327,037	199,381	136,099	122,839	108,118	1,370,604	5,295,704
COMMERCIAL - ALLOWANCE	0	18,433	23,648	23,999	32,704	29,907	34,025	42,994	54,059	1,028,021	1,287,789
ALLOWANCE %	0%		1%	3%	6%	10%	15%	25%	35%	50%	75%
MEDICARE - A/R - GROSS	0	3,170,659	587,355	309,755	216,601	198,066	212,859	151,076	154,291	1,423,416	6,426,079
CHARGE DIFFERENTIAL	0	1,417,200	262,532	138,452	96,815	88,530	95,142	67,527	68,964	636,229	2,871,393
MEDICARE - A/R - NET	0	1,753,459	324,823	171,303	119,786	109,536	117,717	83,549	85,327	787,187	3,552,686
MEDICARE - ALLOWANCE	0	0	6,496	8,565	9,583	10,954	23,543	25,065	34,131	472,312	590,649
ALLOWANCE %	0%		0%	2%	5%	8%	10%	20%	30%	40%	60%
MEDICAID - A/R - GROSS	2,561,908	213,373	36,778	44,716	35,656	16,157	14,210	15,371	17,906	38,972	2,973,043
CHARGE DIFFERENTIAL	0	149,359	25,744	31,209	26,959	9,910	9,947	10,759	12,534	27,281	301,792
MEDICAID - A/R - NET	2,561,908	64,016	11,034	13,415	10,697	4,247	4,263	4,612	5,372	11,691	2,671,251
MEDICAID - ALLOWANCE	508,382	0	221	671	1,070	849	1,279	2,075	3,760	11,691	529,997
ALLOWANCE %	20%	0%		2%	5%	10%	20%	30%	45%	70%	100%
BLUE CROSS - A/R - GROSS	0	1,373,430	265,753	54,409	76,490	43,890	26,220	49,847	22,879	78,989	1,992,105
CHARGE DIFFERENTIAL	0	662,595	128,191	26,245	36,896	21,171	12,648	24,044	11,036	38,101	960,928
BLUE CROSS - A/R - NET	0	711,035	137,562	28,164	39,594	22,719	13,573	25,802	11,843	40,887	1,031,177
BLUE CROSS - ALLOWANCE	0	0	2,751	1,408	5,939	5,680	5,429	15,481	8,882	36,798	82,365
ALLOWANCE %	0%		0%	2%	5%	10%	25%	40%	60%	75%	90%
HOME CARE - A/R	0	377,946	282,494	107,615	30,122	1	0	0	0	111,692	909,865
HOME CARE - ALLOWANCE	0	0	2,825	5,381	3,012	10%	1	0	0	55,846	67,064
ALLOWANCE %	0%		0%	1%	5%	10%	1	0	0	50%	
TOTAL - A/R	2,561,908	6,318,779	2,391,173	1,388,305	1,203,599	870,072	628,881	450,912	377,155	3,249,499	19,420,281
TOTAL - ALLOWANCE	\$508,382	\$14,123	\$78,291	\$106,806	\$153,762	\$154,228	\$171,445	\$181,964	\$209,054	\$22,439,281	\$4,037,336

Allowance For Doubtful

Debtors @ 21% 1/2
400,000
\$ 3733

DBR-AA
47676

ALLEGHENY GENERAL HOSPITAL
ALLOWANCE FOR DOUBTFUL ACCOUNTS - INPATIENT
JUNE 30, 1991

PAYOR CLASSIFICATION	INHOUSE & DNF&			121-150	151-180	181-210	211-360	361+	TOTAL
	0-30	31-60	61-90						
SELF PAY - A/R S.R.J.P.K.L	736,637	1,360,740	992,896	1,167,632	837,060	883,218	481,213	2,735,887	2,516,652 \$11,711,935
SELF PAY - ALLOWANCE	7,366	68,037	99,290	175,145	167,412	264,965	216,546	1,778,327	2,264,987 5,042,074
ALLOWANCE %	1%	5%	10%	15%	20%	30%	45%	65%	90%
COMMERCIAL - A/R - C,I	10,011,544	4,727,423	2,985,294	1,720,676	645,415	582,491	363,880	1,676,355	366,080 23,079,158
COMMERCIAL - ALLOWANCE	100,115	141,823	179,118	172,068	96,812	145,623	127,358	838,178	274,560 2,075,654
ALLOWANCE %	1%	3%	6%	10%	15%	25%	35%	50%	75%
MEDICARE - A/R - M,G	7,720,916	3,188,836	1,166,190	1,098,685	467,508	633,555	585,998	1,991,836	1,823,107 18,676,631
MEDICARE - ALLOWANCE	0	63,777	58,310	87,895	46,751	126,711	175,799	796,734	1,093,864 2,449,841
ALLOWANCE %	0%	2%	5%	8%	10%	20%	30%	40%	60%
MEDICAID - A/R - D,F	2,641,348	1,708,504	882,272	562,844	446,335	302,306	325,459	1,215,405	410,764 8,495,237
MEDICAID - ALLOWANCE	0	34,170	44,114	56,284	89,267	90,692	146,457	830,784	410,764 1,722,531
ALLOWANCE %	0%	2%	5%	10%	20%	30%	45%	70%	100%
BLUE CROSS - A/R - B	6,317,981	561,808	165,479	233,145	226,007	119,252	20,909	233,786	71,232 5,949,601
BLUE CROSS - ALLOWANCE	0	11,236	8,274	34,972	56,502	47,701	12,545	175,341	64,109 410,480
ALLOWANCE %	0%	2%	5%	15%	25%	40%	60%	75%	90%
TOTAL - A/R	25,428,426	11,547,311	6,192,131	4,782,982	2,622,325	2,520,822	1,777,459	7,835,271	5,187,835 67,912,562
TOTAL - ALLOWANCE	\$107,482	\$319,043	\$389,104	\$526,363	\$456,744	\$675,692	\$678,705	\$4,439,363	\$4,108,284 \$11,700,780

* \$67,912
1,034 Other, at NRV
\$68,946

RECONCILIATION TO EXHIBIT A

\$4,884
7,370
56,692
\$68,946

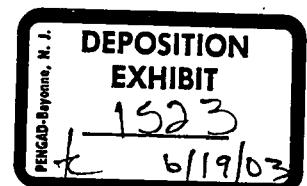
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ALLENTOWN GENERAL HOSPITAL
ALLOWANCE FOR DOUBTFUL ACCOUNTS - OUTPATIENT
JUNE 30, 1991

PAYER CLASSIFICATION	W/A	CONTROL	0-30	31-60	61-90	91-120	121-150	151-180	181-210	211-240	241+	TOTAL
SELF PAY - A/R	0	692,125	570,405	341,901	367,254	512,129	296,707	215,024	214,864	1,320,199	4,530,608	
SELF PAY - ALLOWANCE	0	6,921	28,520	34,190	55,088	102,426	89,012	96,761	139,662	1,188,179	1,740,759	
ALLOWANCE %	0%	1%	5%	10%	15%	20%	30%	45%	65%	90%		
COMMERCIAL - A/R - C.I.U	0	1,835,609	1,071,941	710,941	437,147	203,950	234,380	168,886	284,208	2,351,349	7,278,411	
COMMERCIAL - ALLOWANCE	0	16,356	32,158	42,656	43,715	30,593	58,595	59,110	142,104	1,748,512	2,175,799	
ALLOWANCE %	0%	1%	3%	6%	10%	15%	25%	35%	50%	75%		
MEDICARE - A/R - GROSS	0	2,996,098	649,361	372,786	251,020	241,698	176,069	106,720	86,355	2,259,010	7,139,117	
CHARGE DIFFERENTIAL	0	999,505	216,628	126,362	83,741	80,631	58,737	35,602	28,808	753,611	2,381,625	
MEDICARE - A/R - NET	0	1,996,593	432,733	248,424	167,279	161,067	117,352	71,118	57,547	1,505,399	4,757,492	
MEDICARE - ALLOWANCE	0	0	8,655	12,421	13,382	16,107	23,466	21,335	23,019	903,240	1,021,625	
ALLOWANCE %	0%	0%	2%	5%	8%	10%	20%	30%	40%	60%		
MEDICAID - A/R - GROSS	1,646,566	173,739	(8,430)	1,242	4,171	9,322	11,557	15,982	17,873	70,012	1,942,034	
CHARGE DIFFERENTIAL	0	114,836	(5,572)	821	2,757	6,161	7,639	10,564	11,814	46,276	195,296	
MEDICAID - A/R - NET	1,646,566	58,903	(2,858)	421	1,414	3,161	3,918	5,418	6,059	23,736	1,746,738	
MEDICAID - ALLOWANCE	329,313	0	(57)	21	141	632	1,175	2,438	4,241	23,736	361,641	
ALLOWANCE %	20%	0%	2%	5%	10%	20%	30%	45%	70%	100%		
BLUE CROSS - A/R - GROSS	0	1,403,620	181,386	225,068	25,246	(7,246)	10,090	17,159	564	298,749	2,154,636	
CHARGE DIFFERENTIAL	0	741,056	95,765	118,827	13,329	(3,826)	5,327	9,059	298	157,728	1,137,563	
BLUE CROSS - A/R - NET	0	662,564	85,621	106,261	11,917	(3,420)	4,763	8,100	264	141,021	1,017,073	
BLUE CROSS - ALLOWANCE	0	0	1,712	5,312	1,788	(855)	1,905	4,860	200	126,919	141,841	
ALLOWANCE %	0%	0%	2%	5%	15%	25%	40%	60%	75%	90%		
HOMECARE - A/R	0	333,284	365,404	53,531	19,385	1,939	0	0	0	86,029	857,633	
HOMECARE - ALLOWANCE	0	0	3,654	2,677	1,939	10%	10%	10%	10%	43,015	51,284	
ALLOWANCE %	0%	0%	1%	5%	10%	10%	10%	10%	10%	50%		
TOTAL - A/R	1,646,566	5,579,078	2,523,246	1,461,459	1,004,396	876,887	657,100	468,546	562,944	5,407,734	20,187,955	
TOTAL - ALLOWANCE	\$329,313	\$25,277	\$74,642	\$97,277	\$116,053	\$148,902	\$174,154	\$184,504	\$309,225	\$4,033,600	\$5,492,949	

EXHIBIT 1523

CRITICAL
MATTERS



CL 057291

Allegheny Health, Education and Research Foundation
Summary of AIR Reserve Assuming AGH Reserve Philosophy
June 30, 1995

NOTE

C&L assessed the adequacy of each of AHERF's individual hospital's (HUH, MCPH, SCHC, EPC, and BCC) A/R reserves by applying AGH's reserve percentage to each aging category of outpatient and inpatient receivable. This reserve calculated by C&L was compared to the reserve booked by the client. The difference between the reserves was then reduced by -15% of unapplied PIP cash at 6/30/95 to obtain the adjusted difference. C&L then used this adjusted difference to determine the amount to be posted to the **Summary of Unadjusted Differences**.

The entire amount of the adjusted difference was not posted to the SUD due to the following mitigating factors:

1) Inpatient and outpatient reserves for each facility were calculated using AGH's reserve percentage: Due to differences in the type of facilities and payor mix,

- 2) Additionally, the 15% of uncollected PIP cash Alon's base rate percentage is not necessarily applicable to each facility in the system. The difference between C21's and the client's revenue is an estimate.

- 1) Recently a 1970 hospital general reserve was included in the contractual adjustment.
- 2) Finally, each hospital has a general reserve included in the contractual adjustment.
- 3) Finally, each hospital has a general reserve included in the contractual adjustment.

Based upon the above mentioned procedures and factors, C&L believes the amounts in column E should be posted to the SUD to increase the allowance for future losses on the SUD's investment in the C&L system reserves approximately 30-35 million.

THE JOURNAL OF BUSINESS

strawberry: *Fragaria ananassa* L. (Rosaceae)

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\$250000 Capital Reserve in 1911 became, in 1912, \$100,000, not constant
to be \$200000. This is not a reasonable & fair assessment. Some may
do a business. They, no longer conservative, can afford to make it
up in '95, if Major's present D.W. cause makes for the cost
of 63000 with the conditions of contract to set it other
than conservative.

1

CL 057292

Date Prepared: 9/30/95
Prepared by PLK
at C&L
by Chart and
Entered by _____
Reviewed by _____
C&L GROUP _____

Argo

A/R: ~~RENTON BOROUGH~~ 105
6/30/95

6/30/95

CL 057293

EXHIBIT 1533

Al

AHERF

***Allegheny Health, Education
and Research Foundation***

Suite 2900, Fifth Avenue Place
Pittsburgh, Pennsylvania 15222

MEMORANDUM

TO: Sherif S. Abdelhak
President and CEO

David W. McConnell
Executive Vice President and CFO

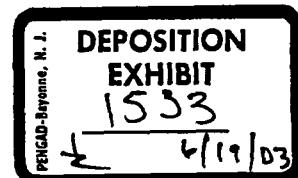
FROM: Stephen H. Spargo *SAS*
Senior Vice President, Corporate Support Services

DATE: March 13, 1997

SUBJECT: Graduate Projections

The attached schedules are intended to demonstrate the likely operating results of the five Graduate hospitals during the presumed three month period (April 1 - June 30, 1997) that they may be part of AHERF. As you will note, these projections are based on the actual financial results for the most recently available three month period (which, in most cases, is November 1, 1996 - January 31, 1997). Although there may be some degree of risk in expecting the April-June results to replicate the financial performance of the November-January period, our past experience would suggest that the latter months of any given fiscal year are normally the most profitable. I have also reflected, where applicable, the following more noteworthy acquisition related adjustments:

- Medicare recapture proceeds at the rate of 25% of the estimated settlement amount, which, in addition to being somewhat conservative (which I believe is justified in anticipation of the fiscal intermediary's reaction), it allows us to recognize like amounts of additional net revenue over the ensuing three years.
- The elimination of all or a portion of depreciation expense consistent with the writedown of property and equipment (necessitated by the purchase price allocation).
- Potential (and hopefully, likely) expense savings estimated at 3% of salaries and benefits and 5% of purchased services and administrative and general costs. These expense reductions may be rather aggressive, but hopefully will materialize as efficiencies and cost savings opportunities are identified.



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It should be noted that these projections do not include provisions for any restructuring or severance type costs, all of which will be recorded "below the line" while the hospitals are in SDN and Horizon. I should point out, however, that the reserves that are being established on the various hospitals' books while in SDN and Horizon (some of which are quite significant) will be immediately available upon transfer to AHERF to smooth out earnings, to offset unexpected revenue declines or expense overages, etc.

From a purely financial performance perspective, I would recommend that Graduate and Rancocas Hospitals be brought into AHERF on April 1, 1997 and, presuming that the forthcoming operating plans and identified cost savings are acceptable, that the other GHS hospitals be brought into AHERF on June 1, 1997. I hope these projections are helpful and would be happy to provide any additional information or clarification that may be desired.

SHS:dlg
Attachments
031397.2

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**EFFECT OF TRANSFERRING CERTAIN
GRADUATE ENTITIES TO AHERF ON
APRIL 1, 1997
(Dollars in Thousands)**

	Projected Excess/(Deficiency) of Revenue over Expenses 3 Month Period <u>April 1 - June 30, 1997</u>	FY 97 Target	<u>Difference</u>
Graduate Hospital	\$10,572	\$8,000	\$2,572
Mt. Sinai Hospital	(631)	-	(631)
Parkview Hospital	114	(500)	614
City Avenue Hospital	(951)	(500)	(451)
Rancocas Hospital	<u>1,784</u>	<u>4,000</u>	<u>(2,216)</u>
	<u>\$10,888</u>	<u>\$11,000</u>	<u>(\$112)</u>

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GRADUATE HOSPITAL
STATEMENT OF REVENUE AND EXPENSES
for the three-month period November 1, 1996 - January 31, 1997
(Dollars in thousands)

	<u>Actual</u>	<u>Acquisition Adjustments</u>	<u>3 Month Pro Forma</u>
Revenue:			
Inpatient	\$30,364	\$6,250 (A)	\$36,614
Outpatient	10,272	-	10,272
Sponsored projects	576	-	576
Investment income	2,123	-	2,123
Other	<u>1,546</u>	<u>-</u>	<u>1,546</u>
Total revenue	<u>44,881</u>	<u>6,250</u>	<u>51,131</u>
Expenses:			
Salaries, wages and fees	15,082	<500> (B)	14,582
Fringe benefits	2,946	<100> (B)	2,846
Patient care supplies	6,451	-	6,451
Purchased services	8,310	<400> (B)	7,910
Support & contract costs	2,123	-	2,123
Administrative and general	4,693	<200> (B)	4,693
Depreciation and amortization	2,916	<2,800> (C)	116
Interest	<u>2,038</u>	<u>-</u>	<u>2,038</u>
Total expenses	<u>44,559</u>	<u><4,000></u>	<u>40,559</u>
Excess of revenue over expenses, before restructuring costs	<u>\$ 322</u>	<u>\$ 10,250</u>	<u>\$ 10,572</u>

- (A) Represents 25% of the anticipated depreciation expense recapture proceeds of \$25 million. It is expected that \$6.25 million of these proceeds will be recognized annually from 1997-2000.
- (B) Represents an estimate of the savings that the merger will yield as a result of efficiencies and economies within certain support and clinical areas (3% reduction in salaries and a benefits and 5% reduction in purchased services and A & G costs).
- (C) Represents the anticipated reduction of depreciation expense as a result of the writedown of property and equipment in conjunction with the purchase price allocation.

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MT. SINAI HOSPITAL
STATEMENT OF REVENUE AND EXPENSES
for the three-month period November 1, 1996 - January 31, 1997
(Dollars in thousands)

	<u>Actual</u>	<u>Acquisition Adjustments</u>	<u>Pro Forma 3 Month Actual</u>
Revenue:			
Inpatient	\$ 6,131	-	\$ 6,131
Outpatient	232	-	232
Sponsored projects	-	-	-
Investment income	27	-	27
Other	<u>643</u>	-	<u>643</u>
Total revenue	<u>7,033</u>	-	<u>7,033</u>
Expenses:			
Salaries, wages and fees	3,884	<110> (A)	3,774
Fringe benefits	999	<20> (A)	979
Patient care supplies	169	-	169
Purchased services	817	<40> (A)	777
Support & contract costs	454	-	454
Administrative and general	468	<20> (A)	448
Depreciation and amortization	351	-	351
Interest	<u>712</u>	-	<u>712</u>
Total expenses	<u>7,854</u>	<190>	<u>7,664</u>
Deficiency of revenue over expenses, before restructuring costs	<u>\$ <821></u>	<u>\$ 190</u>	<u>\$ <631></u>

(A) Represents an estimate of the savings that the merger will yield as a result of efficiencies and economies within certain support and clinical areas (3% reduction in salaries and benefits and a 5% reduction in purchased services and A & G costs).

(B) Represents the anticipated reduction of depreciation expense as a result of the writedown of property and equipment in conjunction with the purchase price allocation.

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PARKVIEW HOSPITAL
STATEMENT OF REVENUE AND EXPENSES
For the Three-Month Period November 1, 1996 - January 31, 1997
(Dollars in Thousands)

	<u>Actual</u>	<u>Acquisition Adjustments</u>	<u>Pro-Forma 3 Month Actual</u>
Revenue:			
Inpatient	\$9,299	\$0	\$9,299
Outpatient	2,898	0	2,898
Sponsored Projects	0	0	0
Investment Income	0	0	0
Other	<u>331</u>	<u>0</u>	<u>331</u>
Total Revenue	12,528	0	12,528
Expenses:			
Salaries, Wages and Fees	5,702	(170) (A)	5,532
Fringe Benefits	880	(25) (A)	855
Patient Care Supplies	1,397	0	1,397
Purchased Services	2,773	(140) (A)	2,633
Administrative and General	1,327	(70) (A)	1,257
Depreciation and Amortization	428	0	428
Interest	<u>312</u>	<u>0</u>	<u>312</u>
Total Expenses	<u>12,819</u>	<u>(405)</u>	<u>12,414</u>
Excess/(Deficiency) of Revenue over Expenses before Restructuring Costs	<u>(\$291)</u>	<u>\$405</u>	<u>\$114</u>

(A) Represents an estimate of the savings that the merger will yield as a result of efficiencies and economies within certain support and clinical areas (3% reduction in salaries and benefits and 5% reduction in purchased services and A&G costs).

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CITY AVENUE HOSPITAL
STATEMENT OF REVENUE AND EXPENSES
For the Three-Month Period November 1, 1996 - January 31, 1997
(Dollars in Thousands)

	<u>Actual</u>	<u>Acquisition Adjustments</u>	<u>Pro-Forma 3 Month Actual</u>
Revenue:			
Inpatient	\$10,701	\$0	\$10,701
Outpatient	2,276	0	2,276
Sponsored Projects	0	0	0
Investment Income	0	0	0
Other	<u>177</u>	<u>0</u>	<u>177</u>
Total Revenue	13,154	0	13,154
Expenses:			
Salaries, Wages and Fees	6,503	(200) (A)	6,303
Fringe Benefits	1,366	(40) (A)	1,326
Patient Care Supplies	1,664	0	1,664
Purchased Services	2,472	(120) (A)	2,352
Administrative and General	1,434	(70) (A)	1,364
Depreciation and Amortization	681	0	681
Interest	<u>415</u>	<u>0</u>	<u>415</u>
Total Expenses	14,535	(430)	14,105
Excess/(Deficiency) of Revenue over Expenses before Restructuring Costs	<u>(\$1,381)</u>	<u>\$430</u>	<u>(\$951)</u>

(A) Represents an estimate of the savings that the merger will yield as a result of efficiencies and economies within certain support and clinical areas (3% reduction in salaries and benefits and 5% reduction in purchased services and A&G costs).

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RANCOCAS HOSPITAL
STATEMENT OF REVENUE AND EXPENSES
for the three-month period October 1, 1996 - December 31, 1996
(Dollars in thousands)

	<u>Actual</u>	<u>Acquisition Adjustments</u>	<u>Pro Forma 3 Month Actual</u>
Revenue:			
Inpatient	\$14,301	\$1,000 (A)	\$15,301
Outpatient	6,135	-	6,135
Sponsored projects	-	-	-
Investment income	252	-	252
Other	<u>801</u>	-	<u>801</u>
Total revenue	<u>21,489</u>	1,000	<u>22,489</u>
Expenses:			
Salaries, wages and fees	9,975	<300> (B)	9,675
Fringe benefits	1,449	<40> (B)	1,409
Patient care supplies	2,180	-	2,180
Purchased services	1,914	<40> (B)	1,874
Support & contract costs	588	-	588
Administrative and general	2,926	<60> (B)	2,866
Depreciation and amortization	1,292	<100> (C)	1,192
Interest	<u>921</u>	-	<u>921</u>
Total expenses	<u>21,245</u>	<540>	<u>20,705</u>
Excess of revenue over expenses, before restructuring costs	<u>\$ 244</u>	<u>\$1,540</u>	<u>\$ 1,784</u>

- (A) Represents 25% of the anticipated depreciation expense recapture proceeds of \$4 million. It is expected that \$1 million of these proceeds will be recognized annually from 1997-2000.
- (B) Represents an estimate of the savings that the merger will yield as a result of efficiencies and economies within certain support and clinical areas (3% reduction in salaries and benefits and a 5% reduction in purchased services and A & G costs).
- (C) Represents the anticipated reduction of depreciation expense as a result of the writedown of property and equipment in conjunction with the purchase price allocation.

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EXHIBIT 1541

AL ADAMCZAK

week AT-A-GLANCE

Professional
Appointments
1997



from APRIL 7

MONDAY APRIL 7 2005		TUESDAY APRIL 8 2005		WEDNESDAY APRIL 9 2005	
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(3) <i>Mkt</i> + Don Kline, Bryan Pendall	<i>Mkt</i> + Don Kline, Bryan Pendall	3		3	
3:15 <i>See Kline RE: Fortinders</i>	<i>See Kline RE: Fortinders</i>	3:15		3:15	
3:30 <i>Healthcare Issues (HS office)</i>	<i>Healthcare Issues (HS office)</i>	3:30		3:30	
3:45		3:45		3:45	
(4) <i>Bi-weekly</i> + SRS + <i>See</i>	<i>Bi-weekly</i> + SRS + <i>See</i>	4		4	
4:15 <i>(HS office)</i>	<i>(HS office)</i>	4:15		4:15	
4:30		4:30		4:30	
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EXHIBIT 1548

AL ADAMCZAK

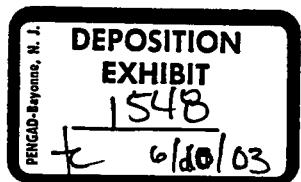
WEEKLY MEETING

AGENDA

July 28, 1997

- ✓ 1. Delaware Valley Bad Debt Reserve Shortfall
- ✓ 2. Manual Paychecks
- ✓ 3. Kenedy Health Care Foundation
- 4. Cooper Health System - Updated Recapture Analysis
- 5. AHERF Standalone FY98 Budget / Operating / Capital
- 6. Finance Support for Risk Management Programs
- 7. Letter from Veritus / GHS Loss on Disposal
- 8. Consolidating Balance Sheets for the Budget
- 9. Cooper Health System Employment Contracts
- 10. Canonsburg - Directly to AUMC for Payroll, Billing, Tax
- 11. Construction P.O for 6th FL Internal Audit, 3rd FL Payroll
- 12. Positive Pay Verification
- 13. Impact of Combining AUMC Hosp. under HAHU ↓ 2.5-3.0
- ✓ 14. No Budget, NIO except AGH for Fed Reimb'l Regs

Next Meeting: August 4, 1997



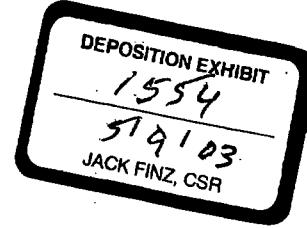
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EXHIBIT 1554

T H E
H U N T E R
G R O U P

June 16, 1998

Mr. Anthony Sanzo
President and CEO
Allegheny, Health, Education and Research Foundation
120 Fifth Avenue, Suite 2900
Pittsburgh, PA 15222



Dear Tony:

We are very pleased to submit this proposed Agreement between Hunter and Associates Management Services, Inc. ("The Hunter Group") and Allegheny Health, Research and Education Foundation ("AHERF"). Under this Agreement, The Hunter Group will provide interim management services described or referred to herein ("Services") to serve as Chief Operating Officer of Allegheny Health, Education and Research Foundation's Eastern Region, with all of the responsibilities, authorities and accountabilities normally associated with that position. After the authorized person signs this proposal, it will constitute our agreement.

Scope and Resources: The Services to be provided by The Hunter Group are as follows:

- Overall engagement direction and support by David Hunter as needed.
- A full-time Interim Eastern Region COO, Dan Stickler, who will perform all of the duties normally assigned to the Chief Executive Officer, in accordance with the job description AHERF will provide to The Hunter Group.

Before the end of the start up period of thirty (30) days, AHERF and The Hunter Group will define specific Eastern Region performance objectives for the following 90 days and what additional resources will be needed to achieve them. If additional management, advisory, or consulting resources from The Hunter Group are required to meet AHERF's Eastern Region objectives in the desired time frame, AHERF agrees it will approve whatever resources are reasonable in light of AHERF's expectations, or AHERF's expectations will be modified accordingly.

Reporting Relationship: The Interim Eastern Region COO will be accountable to the CEO of AHERF, and with the AHERF CEO, will have appropriate access to the Boards of AHERF as needed to expedite achievement of performance objectives.

Term: We are prepared to begin this engagement immediately after we have received an executed copy of this proposal and the first month's payment, provided this occurs by June 30, 1997. The initial term of this Agreement will be six months. AHERF has the option to renew this Agreement for two additional (and sequential) three-month periods. In order to exercise this option(s), AHERF must give written notice to The Hunter Group, which must be received by The Hunter Group at least thirty (30) days in advance of the expiration date, and AHERF must not be in default of any of its obligations under this Agreement.

HUNT-004502

Termination: If either party believes that the other is not fulfilling its obligations under this Agreement in some material respect and it intends to terminate this Agreement as a result if the situation is not corrected, it must give the other party a written notice which describes the situation in reasonable detail. The party which receives the notice shall have thirty (30) days to correct the situation. If the situation is not corrected within that time, the party which sent the notice may immediately terminate the Agreement by giving a written notice of termination to the other party. If this Agreement is terminated in that way, it shall be of no further force and effect except with respect to accrued obligations and liabilities.

Either party may terminate this Agreement without cause upon not less than thirty (30) days' written notice of termination to the other, but such notice may not be sent within the first ninety (90) days of this Agreement. In the event of termination for any reason, client will pay The Hunter Group for any reasonable and necessary fees and expenses accrued throughout the effective date of termination.

Fees: The fees for the Services will be as follows:

- Dan Stickler - \$49,000 monthly for Interim Eastern Region COO services.
- David Hunter - \$3,750 per diem for engagement direction and related services.

Our monthly rates take into account: variations in the number of work days per month, major holidays, overtime and weekend work expected from a senior executive of the organization, and other minor fluctuations in hours worked from month-to-month. Vacations and sick time will be handled on a case-by-case basis. In general, the Interim Eastern Region COO will arrive on the first flight on Mondays and depart mid-day on Fridays. He would be available to arrive earlier or depart later on occasion as needed.

Fees are payable on the first day of each contract month in advance. There are no hidden costs for these interim management services, and there are no added service fees or overhead allocated by The Hunter Group. Any additional services AHERF may wish to purchase from our firm and related fees and expenses, must be approved in advance by AHERF's CEO.

Expenses: In addition, AHERF will reimburse The Hunter Group for expenses associated with this Agreement, including but not limited to airfare, lodging, ground transportation, meals and other reasonable expenses incurred in the performance of this Agreement. All expenses are due within twenty (20) days of invoice. Travel and expenses are invoiced in accordance with The Hunter Group Corporate Travel and Expense Policy (attached).

The Hunter Group reserves the right to suspend its performance of the Services during the entire time that any fee or expense reimbursement has not been paid in full when due.

Client Responsibilities: AHERF will provide oversight and direction as appropriate and will be responsive to requests for timely decisions on matters essential to the provision of Services by The Hunter Group. AHERF will provide work space and secretarial support normally provided to the Eastern Region COO.

Confidentiality: The Hunter Group shall treat all non-public information obtained as part of this engagement as confidential and shall not, without written authorization from AHERF, release or share such information with any third party, except as may be required by law. This obligation shall survive the termination of this Agreement.

Response to Subpoenas: If, as a result of this Agreement, personnel from The Hunter Group are required to testify or comply with any regulatory requests, AHERF will pay per diems and reimburse all necessary expenses associated with such activity.

Restriction on Use of Personnel: AHERF agrees that during the term of this Agreement, and for a period of one year following its termination, neither AHERF nor any affiliate thereof will employ or engage as an independent contractor, consultant or otherwise any employee or independent contractor of The Hunter Group who provides any Services to client during the course of this engagement. If this restriction is violated, AHERF agrees that it will be subject to all remedies available to The Hunter Group in law or in equity.

Taxes: If any state or local taxing authority shall impose a sales or use or similar tax on the compensation to be paid to The Hunter Group under this Agreement, the payment of that tax shall be the sole responsibility of AHERF. This provision shall not apply to any income tax assessed against The Hunter Group.

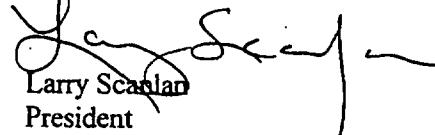
Our accountants have informed us that for engagements longer than twelve months, there may be state or federal tax implications associated with expense reimbursement. In the unlikely event that this engagement goes beyond twelve months, resulting in any of The Hunter Group's employees or contractors being assessed income tax on travel expense reimbursement related to this engagement, AHERF agrees to reimburse The Hunter Group for the costs associated with satisfying this additional liability.

Standard of Care and Indemnity: The Hunter Group cannot guarantee or assure the achievement of any particular performance objective, nor can The Hunter Group guarantee or assure any particular outcome for AHERF as a result of this Agreement or the performance of these Services. In providing these Services, The Hunter Group shall exercise reasonable care, and The Hunter Group, its officers, directors, agents, employees and outside consultants, if any, will not be liable to AHERF (or any parent, subsidiary or affiliate, director or officer thereof) for any loss, financial or otherwise, which may result to AHERF (or any parent, subsidiary, affiliate, director or officer thereof) as a result of the Services or the methods by which the Services were provided, unless such a loss is the direct result of an intentional act of fraud or dishonesty. AHERF, at its expense, agrees to indemnify, defend and hold harmless The Hunter Group, its officers, directors, agents, employees and outside consultants, if any, with respect to any and all demands, claims or suits brought or threatened by any person or entity as a result of any alleged action or inaction pertaining to the provision of the Services under this Agreement. This obligation will include all attorneys' fees and other costs of defense.

AHERF will cover The Hunter Group's Interim Eastern Region COO under its directors and officers liability insurance policy for the term of this Agreement.

If these terms are acceptable, please sign both copies and return one signed copy, along with the first month's payment, to us. We look forward to assisting you during this important time.

Sincerely,


Larry Scanlan
President

FOR HUNTER AND ASSOCIATES MANAGEMENT SERVICES, INC.

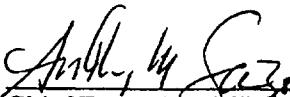
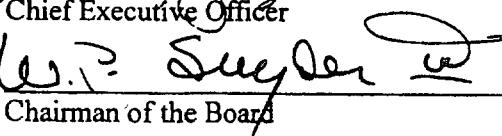
By:


President

6-16-98
Date

ACCEPTED FOR ALLEGHENY, HEALTH, EDUCATION AND RESEARCH FOUNDATION

By:


Chief Executive Officer

Chairman of the Board

6/25/98
Date
7/2/98
Date

EXHIBIT 1597

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**Delaware Valley Hospitals
FY97 Use of Cushions
(\$ in millions)**

Cushions Used to Reduce Bad Debt Expense in FY97	Prior Year CRA Settlements taken into income in FY97	Graduate Cushions Transferred and taken into Income		Use of Cushions Established in Prior Years	Recognition of Sidney Hillman Monies and Other Reserves	Total
		\$2.0	\$1.0			
MCP	\$8.1	\$2.0	\$1.0	\$0.4	\$1.2	\$11.7
Elkins Park	3.5	1.0	-	-	0.3	5.8
Bucks County	2.3	-	-	-	-	2.3
Hahmemann	15.7	7.6	5.0	1.5	-	29.8
	29.6	10.6	6.0	1.9	1.5	49.6
SCHC	3.5	2.3	1.0	2.7	-	9.5
	\$33.1	\$12.9	\$7.0	\$4.6	\$1.5	\$59.1

*1/17
2/2/05
2/2/05
2/2/05*

MCP
Elkins Park
Bucks County
Hahmemann

SCHC

s/kim/1/23/auth-cush wk4

**DEPOSITION
EXHIBIT
1597
6/28/05 SCH**

192

Delaware Valley Hospitals
FY97 Use of Cushions to Reduce Bad Debt Expense
(\$ in millions)

	Bad Debt Allowance Shortfall @ 6/30/96	Transfers from Graduate to Cover Shortfall @ 6/30/96 and Bring Bad Debt Allowance to Required Levels	Cushions Used to Reduce Bad Debt Expense in FY97
MCP	(\$12.9)	\$21.0	\$8.1
Elkins Park	(7.3)	10.8	3.5
Bucks County	(6.2)	8.5	2.3
Hahnemann	(5.4)	21.1	15.7
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>
SCHC	(10.1)	13.6	3.5
	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>	<hr style="border-top: 1px solid black; border-bottom: none; border-left: none; border-right: none;"/>
	(\$41.9)	\$75.0	\$33.1

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AHERF
INCOME STATEMENT INFORMATION
FY 97
(\$000's)

	Adjusted Actual	FY 97 Projection per FY 98 Budget	Difference	FY 97 Budget	FY 97 Actual
Allegheny General Hospital	\$11,888	\$12,000	(\$112)	\$105	\$20,501
AUMC:					
Forbes Hospitals (6 mos.)	13,119	12,465	654	10,300	-
Allegheny Valley Hospital (4 mos.)	6,968	7,135	(167)	5,199	-
Total AUMC	20,087	19,600	487	15,499	-
AUH:					
MCP	11,681	11,627	54	7,656	5,145
Elkins Park	2,772	2,597	175	2,826	2,909
Bucks County	4,068	4,016	52	2,521	2,597
Hahnemann	12,223	11,760	463	16,064	6,953
Management Services	-	-	-	-	-
Total AUH	30,744	30,000	744	29,067	17,604
St. Christopher's	8,283	8,500	(217)	7,502	15,433
AUHS	(16,153)	(13,300)	(2,853)	(840)	(1,794)
Total DVOG	22,874	25,200	(2,326)	35,729	31,243
ASRJ	(5,836)	(6,100)	264	(10,836)	(14,180)
AH, Centennial:					
Graduate (2 mos.)	11,417	9,000	2,417	8,000	-
Mt. Sinai (2 mos.)	-	(500)	-	(500)	-
City Avenue (2 mos.)	130	(500)	630	(500)	-
Parkview (2 mos.)	(266)	(500)	234	(500)	-
Total Centennial	11,281	8,000	3,281	7,000	-
AH, New Jersey (2 mos.)	3,257	3,000	257	4,000	-
AHG	(61,421)	(59,200)	(2,221)	(39,030)	(40,875)
AHERF Ops	24,923	24,800	123	22,923	24,109
Eliminations	(5,002)	(4,750)	(252)	1,412	(101)
Consolidated	\$22,051	\$22,450	(\$499)	\$36,802	\$20,697

AHERF
INCOME STATEMENT INFORMATION
FY 97
(\$000's)

	<u>Final Adjusted Actual</u>	<u>FY 97 Use of Cushions</u>	<u>Actual without Use of Cushions</u>	<u>Projected FY 98 Increase in AHERF Allocations</u>	<u>Actual further Reduced by Projected FY 98 Increase in AHERF Allocations</u>	<u>1/2 of Realized Gains on FY 97 Security Sales</u>	<u>Actual further Reduced by 1/2 of Realized Gains on FY 97 Security Sales</u>
Allegheny General Hospital	\$11,888	(15,082)	\$6,806	(\$6,093)	\$713	(\$3,928)	(\$3,215)
AUMC:							
Forbes Hospitals (6 mos.)	13,119	(3,500)*	9,619	549	10,168	(2,201)	7,967
Allegheny Valley Hospital (4 mos.)	6,968	(4,000)*	2,968	90	3,058	(104)	2,954
Total AUMC	20,087	(7,500)	12,587	639	13,226	(2,305)	10,921
AUH:							
MCPP	11,681	(16,700)	(5,019)	(8,571)	(13,590)	(125)	(13,715)
Elkins Park	2,772	(8,800)	(6,028)	(72)	(6,100)	-	(6,100)
Bucks County	4,068	(3,600)	468	(3,990)	(3,522)	-	(3,522)
Hahnemann	12,223	(39,800)	(27,577)	5,339	(22,238)	(2,974)	(25,212)
Management Services	-	-	-	169	169	-	169
Total AUH	30,744	(68,900)	(38,156)	(7,125)	(45,281)	(3,099)	(48,380)
St. Christopher's	8,283	(10,659)	(2,376)	(2,499)	(4,875)	(1,723)	(6,598)
AUHS	(16,153)	(5,400)	(21,553)	(5,397)	(26,950)	(2,599)	(29,549)
Total DVOG	22,874	(84,959)	(62,085)	(15,021)	(77,106)	(7,421)	(84,527)
ASRI	(5,836)	-	(5,836)	(512)	(6,348)	-	(6,348)
AUH Centennial:							
Graduate (2 mos.)	11,417	(14,400)	(2,983)	(920)	(3,903)	-	(3,903)
Mt. Sinai (2 mos.)	-	-	-	-	-	-	-
City Avenue (2 mos.)	130	(2,877)	(2,747)	(222)	(2,969)	-	(2,969)
Parkview (2 mos.)	(266)	(1,453)	(1,719)	(199)	(1,918)	-	(1,918)
Total Centennial	11,281	(18,730)	(7,449)	(1,341)	(8,790)	-	(8,790)
AH, New Jersey (2 mos.)	3,257	(3,000)	257	(637)	(380)	-	(380)
AHG	(61,421)	3,586 **	(57,835)	(9,115)	(66,950)	-	(66,950)
AHERF Ops	24,923	(22,326)	2,597	-	2,597	(17,391)	(14,794)
Eliminations	(5,002)	-	(\$5,002)	-	(\$5,002)	-	(5,002)
Consolidated	\$22,051	(\$138,011)	(\$115,960)	(\$32,080)	(\$148,040)	(\$31,045)	(\$179,085)

* Includes \$3,000 for Forbes Hospital and \$4,000 for Allegheny Valley related to anticipated recapture amounts.

** Includes \$1,916 of prior year contractuals and \$1,670 of costs associated with terminating physician practices (Bohno, etc.).

AHERF
FY 97 USE OF CUSHIONS
(\$000's)

	To Reduce Bad Debt Expense	Prior Year CRA Settlements	Graduate Cushions taken into Income	Temporarily Restricted Funds taken into Income	Deferred HSI Revenue	Medicare Recapture	Other	Total
Allegheny General Hospital								\$5,082
AUMC:								
Forbes Hospitals								
Allegheny Valley Hospital								
Total AUMC								
AUTH:								
MCP	\$8,100	2,000	\$5,000					
Elkins Park	3,500	1,000	4,000					
Bucks County	2,300		1,300					
Hahnemann	15,700	7,600	15,000					
Management Services								
Total AUH	29,600	10,600	25,300					
St. Christopher's	3,500	2,300	2,159					
AUHS			1,400					
Total DVOG	33,100	12,900	28,859					
ASRI								
AUH, Centennial:								
Graduate								
Mt. Sinai								
City Avenue								
Parview								
Total Centennial								
AH, New Jersey								
AIHG								
AHERF Ops								
Eliminations								
Consolidated	\$33,100	\$17,982	\$39,644	\$22,326	\$10,945	\$7,500	\$6,514	\$138,911

NET INCOME
AHERF - EASTERN DIVISION
FY 97
(\$000's)

	Use of Cushions						Actual without Cushions	
	Use of Graduate Cushions			Prior Year CRA				
	Final Adjusted Actual	To Reduce Bad Debt Expense to Budget	Deferred HSI Revenue	Other	Settlements	Other		
AUH:								
MCP	\$11,681	(\$8,100)	\$	(\$5,000)	(\$2,000)	(\$1,600)	(\$16,700)	
Elkins Park	2,772	(3,500)	(4,000)	(1,300)	(1,000)	(300)	(8,800)	
Bucks County	4,068	(2,300)					(3,600)	
Hahnemann	12,223	(15,700)		(15,000)	(7,600)	(1,500)	(39,800)	
Management Services							(27,577)	
Total AUH	30,744	(29,600)		(25,300)	(10,600)	(3,400)	(68,900)	
St. Christopher's	8,283	(3,500)		(2,159)	(2,300)	(2,700)	(10,659)	
AUHS		(16,153)		(1,400)		(4,000)	(5,400)	
Total DVOG	22,874	(33,100)		(28,859)	(12,900)	(10,100)	(84,959)	
AUH, Centennial:								
Graduate (2 mos.)	11,417		(9,415)	(4,985)			(14,400)	
Mt. Sinai (2 mos.)							(2,983)	
City Avenue (2 mos.)	130		(1,177)	(1,700)			(2,877)	
Parkview (2 mos.)	(266)		(353)	(1,100)			(1,453)	
Total AUH, Centennial	11,281		(10,945)	(7,785)			(18,730)	
AUH, New Jersey		3,257		(3,000)			(3,000)	
Total Eastern Division		\$37,412	(\$33,100)	(\$10,945)	(\$39,644)	(\$12,900)	(\$106,689)	
							257	
							(\$69,277)	

AHERF
FY 98 BUDGETED ALLOCATION ANALYSIS
(\$000's)

	Total AHERF Allocations FY 98 Budget	Cost Centers Transferred to AHERF in FY 98	FY 98 Budget Adjusted	Total AHERF Allocations FY 97 Actual	Difference
Allegheny General Hospital	\$85,919	(\$9,000)	\$76,919	\$70,826	\$6,093
AUMC:					
Forbes Hospitals	23,038	(1,400)	21,638	22,736	(1,098)
Allegheny Valley Hospital	8,766	-	8,766	9,037	(271)
Total AUMC	31,804	(1,400)	30,404	31,773	(1,369)
AUH:					
MCP	38,823	(1,750)	37,073	28,502	8,571
Elkins Park	9,174	(750)	8,424	8,352	72
Bucks County	10,440	(750)	9,690	5,700	3,990
Hahnemann	55,028	(1,750)	53,278	58,617	(5,339)
Management Services	1,511	-	1,511	1,680	(169)
Total AUH	114,976	(5,000)	109,976	102,851	7,125
St. Christopher's	21,554	-	21,554	19,055	2,499
AUHS	57,667	(1,300)	56,367	50,970	5,397
Total DVOG	194,197	(6,300)	187,897	172,876	15,021
ASRI	\$12	-	\$12	-	\$12
AH, Centennial:					
Graduate	30,040	(2,000)	28,040	22,520	5,520 + 2/12 = 920
Mt. Sinai	5,814	-	5,814	5,780	34 =
City Avenue	11,037	(500)	10,537	9,200	1,337 + 2/12 = 222
Parkview	8,552	(500)	8,052	6,860	1,192 + 2/12 = 144
Total Centennial	55,443	(3,000)	52,443	44,360	8,083
AH, New Jersey	16,320	(1,000)	15,320	11,500	3,820 + 2/12 = 631
AHG	23,006	(550)	22,456	13,341	9,115
AHERF Ops	-	-	-	-	-
Eliminations	-	-	-	-	-
Consolidated	\$407,201	(\$21,250)	\$385,951	\$244,676	\$41,275

NOTE: Based on the preceding AHERF allocations FY98 Budget, there are still unallocated expenses in the AHERF stand alone budget of approximately \$60 million.

NET INCOME
AHERP - DELAWARE VALLEY OBLIGATED GROUP
FY 97
(\$000's)

	FY 97	Budget	Volume Variance	Rate Variance	Risk Contracting Variance	Outpatient Service Revenue Variance	Expense Variance	Other Variances	Reallocation of AHERP Fee to FY 98 Percentages		Net Income/(Loss) before Investment Income and Use of Cushions	Investment Income	Use of Cushions	Reversal of Reallocation of AHERP Fee to FY 98 Percentages	Final Actual per Financial Statements
									Reallocation of AHERP Fee to FY 98 Percentages	Net Income/(Loss) before Investment Income and Use of Cushions					
AUH:															
MCP	\$7,636	\$5,551	\$1,097	(\$2,917)	(\$4,294)	(\$1,630)	(\$299)		(\$6,700)	(\$1,536)	(\$83)	\$6,500	\$6,700	\$11,681	
Elkins Park	2,826	487	(2,412)	(350)	1,842	(3,430)	(57)	200	(3,430)	(394)	(434)	4,300	(200)	2,772	
Bucks County	2,521	(878)	164	(125)	2,247	(1,066)	70	(1,100)	1,833	(162)	1,300	1,100	1,100	4,068	
Fahrmann	16,064	(20,060)	(3,321)	(1,880)	3,115	(4,494)	595	7,600	(2,381)	5,704	16,300	(7,600)	(7,600)	12,223	
Management Services															
Total AUH	29,067	(14,900)	(4,972)	(5,272)	2,910	(10,207)	(104)			(2,578)	5,022	28,700			30,744
St. Christopher's	7,502	(6,584)	(2,504)	(4,016)	4,857	506	(446)			(685)	4,109	4,859			8,283
AUHS	(840)														(15,215)
Total DVOG	\$35,719	(\$21,484)	(\$6,976)	(\$9,288)	\$7,767	(\$32,718)	(\$1,873)			(\$28,843)	4,565	5,400			\$23,812

NOTE:

Bad debt expense was recorded at budget. Accordingly, the preceding expense variance does not include any amounts related to bad debts.

Risk contracting variance relates exclusively to Health Partners.